



# **Responsive Reflections**

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# Now AND Zen

- **Particle**
  - Fixed
  - Hard
  - Testing
  - Inspecting
  - Results
  - Now
  - Snapshot
  - Transactional
  - Locational
  - Summative
- **Wave**
  - In Motion
  - Soft
  - Learning
  - Expecting
  - Experimentation
  - N-O-W
  - Movie
  - Relational
  - Directional
  - Formative





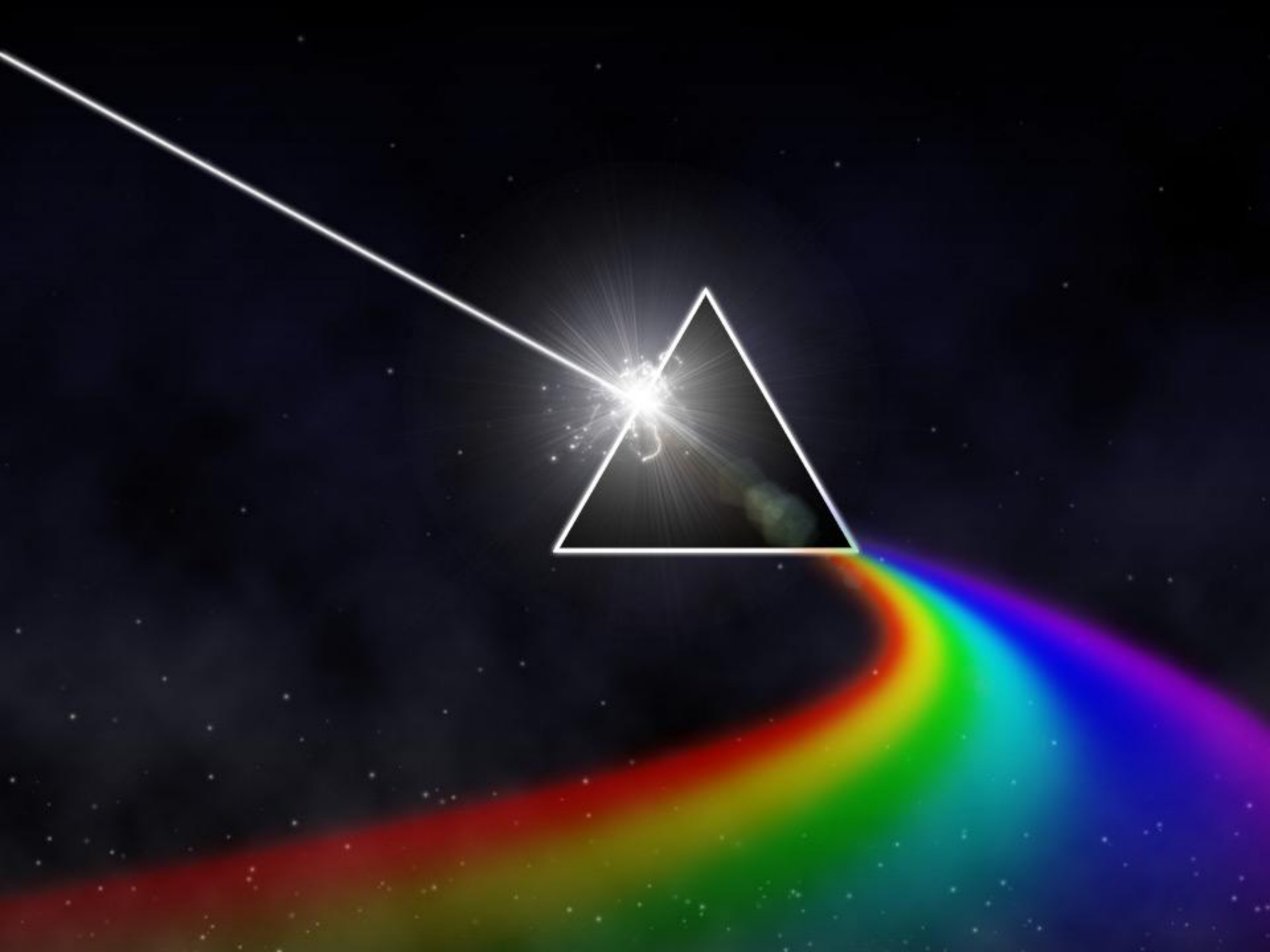
- The Standardised Individualisation Oxymoron Paradox Predicament Pickle ( S.I.O.P.P.P. )



- The Responsive Regulation model offers;
- A Framework within which to reconcile the tensions inherent in the Standards Paradigm
- A Continuum of Strengths & Sanctions Based Escalation for Regulatory Decision Making
- A Lattice of Actors contributing to an agreed model from multiple perspectives



- Principles Based Parameters not simple lists of Prescriptions
- Suggests an Open System that is capable of flexibility, discretion, devolved decision making, locus of control distributed, supporting responsiveness
- “.....in which Standards and the means for achieving them are continuously monitored and reviewed”







# Some Challenges

- External Review backed up by Regulation and law are required
- We need to avoid a lockdown on learning
- Learning by Providers will focus on how to “pass the test”
- Learning by the Regulator may be confined to a very limited set of objectives



# Some challenges

- There is no point in moving from a Provider centred Service to a Regulator Centred Service
- Or to a Commissioner Centred Service
- If the vision is a Person Centred Service



# Some Challenges

- How do we do Transformation
- What are we learning from the way we address major systems change ?
- What are we learning about our ambition to learn ?
- How about Meta- Learning ?

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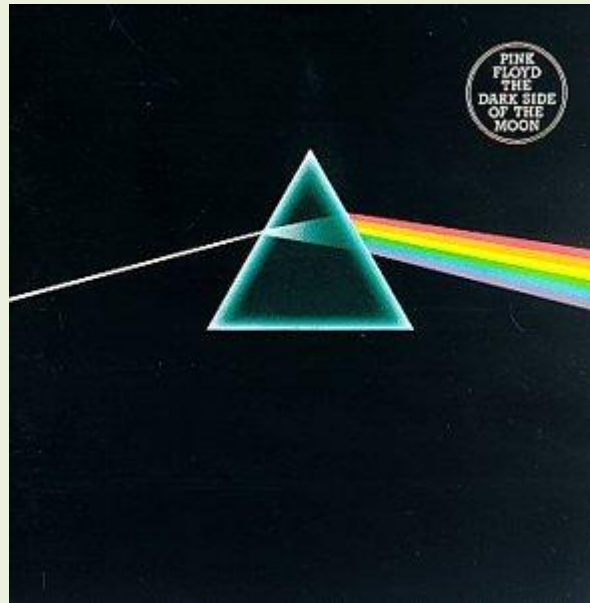


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# Some challenges

- The Paper Holds our Folded Faces to the Floor and Every Day the Paper Boy Brings More.....





# Some challenges

- We suffer from a deep degree of confusion about Control and Order
- We lack the RIGHT KIND OF IMPATIENCE
- The disconnect between Policy, Regulation, Provision and People results in both inefficiency and impaired effectiveness
- We lack a shared understanding of values or even the centrality of values as the starting point and the source



- **Just because you understand one you think you also understand two.**
- **Because one and one make two you think you understand two**
- **But do you understand AND**



# Some challenges

- Outcomes defined by Perspective
- Personal
- Clinical
- Functional
- Organisational
- Sectoral
- Societal





# Some challenges

- Effectiveness is a function of the Relationship between these Perspectives
- Disconnect leads to inefficiency and fragmentation, contradictory assumptions, mixed messages, undermining actions etc
- The Connecting Thread is Shared Values
- Shared Values must be Expressed in the Intentional Relationships between Perspectives and Actions at each level



# Some challenges

- **VALUES ARE THE ORGANISING PRINCIPLE WHICH GIVES COHERENCE TO ALL PARTS OF THE SYSTEM**

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- **At the broken heart of your position lies a deep confusion between order and control**
- **Order is not neat ; it's elegant and shy and elusive and it navigates complexity**
- **Control is a clumsy effort to manage order rather than engage with it**
- **Listening deeply to people and to events needs the right kind of impatience**

